

Available online at www.sciencedirect.com**ScienceDirect**

Procedia - Social and Behavioral Sciences 205 (2015) 247 – 253

Procedia
 Social and Behavioral Sciences

6th World conference on Psychology Counseling and Guidance, 14 - 16 May 2015

The Relationship between Management Style with Human Relations and Job Satisfaction among Guidance Schools' Principals in District 3 of Karaj

Nayereh Shahmohammadi^{a*}^a*Dr. Academic Staff & Associate Professor ,Research & Educational Planning ,Ministry of Education ,Tehran,Iran*

Abstract

The objective of this research is to study the relationship between management style with human relations and job satisfaction among Guidance Schools' principals in District 3 of Karaj. This study is a descriptive - correlation study and under study population is all Guidance Schools' principals in District 3 of Karaj that are 96 persons. Due to the limited size of the population, all of the samples were examined. Data were collected using 3 types of questionnaires including Management Luthanz, Macgregor (X, Y) and JDI job satisfaction. After data collection, the data were analyzed using descriptive and inferential statistics applying the SPSS software. The results indicated that there is no correlation between relationship-oriented management style with human relationships and relationship-oriented management style with job satisfaction of the managers and in addition, there is a correlation between task-oriented management style with human relationships and task-oriented management style with job satisfaction of managers and also there is a correlation between relationship-oriented management style with human relationships and job satisfaction of manager. Furthermore, there is a correlation between task-oriented management style with human relationships and job satisfaction.

© 2015 The Authors. Published by Elsevier Ltd. This is an open access article under the CC BY-NC-ND license

(<http://creativecommons.org/licenses/by-nc-nd/4.0/>).

Peer-review under responsibility of Academic World Research and Education Center.

Keywords: *Management Style, Human Relations, Job Satisfaction, Guidance Schools' Principals, Task-Oriented Management, Relationship-Oriented Management*

1. Introduction

* Nayereh Shahmohammadi. Tel.: -989331739005

E-mail address: nsh_edu@yahoo.com

Management style, knowledge, skills and performance of managers is very important in achieving the organization's goals and can increase or decrease the human relations and job satisfaction among managers. Therefore, the managers can select the appropriate management style, and compensate the motivational challenge of their colleagues. Management style is a certain pattern of behavior that managers adopt to motivate employees to achieve organizational goals. This style is categorized based on 2 ranges of task-oriented and relationship-oriented categories with a degree of strength and weakness. In his management style, a manager may give its employees some freedom in performing tasks and problem solving and delegate them some power, and give them a chance for innovation. He may trust them and use their advices. In addition, there is a possibility that the manager will decide based on his own discretion and do not trust his employees, he may encourage all of them to perform same methods and limit their freedom and to perform tasks based on his own prediction, therefore management style and method may have an influential effect on the organization (Shokoohifar, page 5, 2011).

For example, dictator managers in their decisions are centralized and autocratic and their style of management practices is from top to down. The managers with benevolent way encourage and motivate their subordinates to work for a special purpose. Therefore, during the various negotiations, the entire group is said to be in line with the objectives. The directors with a consultative style involve their employees more in the decision making process and emphasize voluntary cooperation and participation of staff. He wishes to use the thoughts and ideas of the employees in the issues of organization and decisions are made with employees' engagement, leading to increase of their satisfaction and motivate the staff (Niaz Azeri, 2006, 134).

Other element that can impact on management style and job satisfaction among managers is human relations. Human relations generally involve identifying all of the interactions of human behavior and social behavior of a group. On the other world, knowledge of human relations is "the study of interaction between individuals in a society that has arisen due to their relationships and correlations" (Parhizkar 2008, 3). Today, with the advancement of human knowledge, the quality of human relations, especially in organizations that require cooperation and collaboration to achieve the objectives, shall be changed and turn to a more dynamic form. Therefore, it is necessary that the human relations will be studied and focused in regular and scientific method. In this way, considering social and mental issues of the employees will lead to improvement in work place condition and it consequently will lead to more job satisfaction among the personnel (Parhizkar, 2008, 25).

Job satisfaction is a positive and pleasant sense and outcome of job evaluation based on experience of a person. This is a great help to people's physical and mental health. Organizationally, the high level of job satisfaction reflects the favorable organizational atmosphere that will lead to attracting and maintaining employees. Luke believes that job satisfaction is a result of job evaluation and is something that is related to the possibility of reaching a critical job values (Foroughi, 2007, 5). Aslankhani (2006) investigated the relationship between job satisfactions of professors of Physical Educations in selected universities with the style of department management, and indicated no correlation between participative styles of management with professors' job satisfaction, and a significant positive correlation between and allegation method of management and job satisfaction.

Tourani & Yazdani (2008) had investigated observing principles of human relations and productivity of female high school principals in Tehran. They indicated that managers who have adhered to the principles of human relations and are familiar with the role of clarity or understanding, desire or motivation, as well as assessment and adaptation techniques are more productive than the managers that only are concerned with organizational support and credit of decisions (Tourani & Yazdani 2009, 17). Blake and Mouten Also indicated in their study that "the most effective and best method of management is the one in which the employees are satisfied with their jobs and feel they are participating in achieving organizational goals and have mutual trust". The result is improved performance, less absenteeism and turnover, high morale and job satisfaction (Boroumand 2005, 64). Considering the above, and given the importance of leadership and management in schools and also due to the importance of human relations and job satisfaction of the managers as the key personnel, the study is going to investigate the relationship between management style with human relations and job satisfaction in the managers.

2. Method of Research:

Correlation method has been used in this study considering the ties between variables and method of data analysis, and its main hypothesis is based on the ties between management style (task-oriented & relationship-oriented) with human relations and job satisfaction of principals of school. Statistical population of this research includes 96 principals of guidance school (male and female), dist. 3 – Karaj in academic year 2012-13 that due to

the low volume of the sample, the entire samples have been examined. To collect the required data of this study, 3 questionnaires of Luthanz Management Style (1989), Macgregor Human Relations (1960) and Job Satisfaction (JDI) have been applied. Questionnaire of management style reviewed two styles of task-oriented and relation- oriented with 35 questions and its validity is 0.70. Human relation questionnaire stated two overall set of traits related to human motivation (X & Y Theory) with 30 questions and its validity is 0.8139. Job satisfaction questionnaire has descriptive aspect with 72 questions and evaluated 5 types of satisfaction (nature of work, supervision, salary, promotion, colloques) and has 0.85 validity. After collecting data from the sample considering the nature of subject and objectives of research, to analyze data in descriptive section, Indexes of Central Tendency, Frequency, Median, Mean, Mode and Index Dispersion (Standard Deviation (SD)) and in inferential statistics, Pearson Correlation, Multiple Regression have been used.

3.Results

Obtained data from the questionnaire in the descriptive section indicate that 52% of respondent are male and 48% of respondent are female. 1% of respondent has High School Diploma, 1% of respondent has Associate's Degree, 69% of respondent has Bachelor's Degree, 28% of respondent has Master's Degree and 1% has Doctorate Degree. 6% of respondent has experience below 5 years, 15% has 5 to 10 years, 36% has 10 to 15 years and 43% has experience over 15 years. 81% respondent is married and 19% is single. In inferential section, the following results were obtained:

1st Hypothesis: There is a relationship between relationship-oriented management and human relations of schools' principals.

Table 1: Ties between Relationship-Oriented Management and Human Relations of Schools' Principals

	Variables	Correlation Coefficient	Decision Criteria (Sig)	Determination Criteria	Sample
1	Relationship-Oriented Style	-0.013	0.460	0.0002	96
2	Principals' Human Ties				

$\alpha=95\%$

Using Pearson correlation coefficient, considering that decision criteria is larger than 0.05 (0.460), the hypothesis is rejected. On the other hand, there is no relationship between two variables of relationship-oriented management style and human relations of principals. Although, negative sign in -0.013 indicates that there is a diverse tie between two variables of relationship-management and human relations; however, since the resulting number is small, it indicates that the tie is weak and is not statistically meaningful. Furthermore, 0.0002 coefficients specified that less than 1% (about 0) of changes of human relations variable of principals can be stated by relationship-oriented management style.

2nd Hypothesis: There is a relationship between relationship-oriented management and job satisfaction of schools' principals.

Table 2: Ties between Relationship-Oriented Management and Job Satisfaction of Schools' Principals

	Variables	Correlation Coefficient	Decision Criteria (Sig)	Determination Criteria	Sample
1	Relationship-Oriented Style	0.046	0.657	0.002	96
2	Principals' Job Satisfaction				

$\alpha=95\%$

Using Pearson correlation coefficient, considering that decision criteria is larger than 0.05 (0.657), the hypothesis is rejected. On the other hand, there is no relationship between two variables of relationship-oriented management and job satisfaction of principals. Although, positive sign in 0.046 indicates that there is a direct tie between two variables of relationship-management and job satisfaction; however, since the resulting number is

small, it indicates that the tie is weak and is not statistically meaningful. Furthermore, 0.002 coefficients specified that less than 1% (about 0) of changes of job satisfaction variable of principals can be stated by relationship-oriented management style.

3rd Hypothesis: There is a relationship between task-oriented management and human relations of schools' principals.

Table 3: Ties between Task-Oriented Management and Human Relations of Schools' Principals

#	Variables	Correlation Coefficient	Decision Criteria (Sig)	Determination Criteria	Sample
1	Task-Oriented Style	0.291	0.004	0.085	96
2	Principals' Human Ties				

$\alpha=95\%$

Using Pearson correlation coefficient, considering that decision criteria is smaller than 0.05 (0.004), it shows that there is a relationship between task-oriented management and principals' human relations. However, given to the fact that correlation coefficient is positive (0.291), this tie is direct. On the other hand, by increasing the amount of task-orientation of principals, they will pay attention to the human ties and vice-versa. Furthermore, considering that correlation coefficient is between 0.25 to 0.35; intensity of relationship is very low and incomplete. Moreover, determination coefficient of 0.085 indicates that about 8% of changes of human relations variable of principal can be stated by task-oriented management.

4th Hypothesis: There is a relationship between task-oriented management and job satisfaction of schools' principals.

Table 4: Ties between Task-Oriented Management and Job Satisfaction of Schools' Principals

#	Variables	Correlation Coefficient	Decision Criteria (Sig)	Determination Criteria	Sample
1	Task-Oriented Style	0.100	0.33	0.010	96
2	Principals' Job Satisfaction				

$\alpha=95\%$

Using Pearson correlation coefficient, considering that decision criteria is larger than 0.05 (0.333), this hypothesis is rejected. On the other hand, there is no relationship between two variables of task-oriented management style and job satisfaction of principals. Although, positive sign in 0.100 indicates that there is a direct tie between two variables of task-management style and job satisfaction; however, since the resulting number is small, it indicates that the tie is weak and is not statistically meaningful. Furthermore, 0.010 coefficients specified that less than 1% of changes of job satisfaction variable of principals can be stated by task-oriented management style.

5th Hypothesis: There is a relationship between relationship-oriented management and human relations with job satisfaction of schools' principals.

Table 5: Summary of Regression Model of Relationship-Oriented Management and Human Relations with Job Satisfaction of Schools' Principals

#	Independent Variables	Dependent Variable	Correlation Coefficient	Determination Criteria	Sample
1	Relationship-Oriented Style	Job Satisfaction	0.177	0.031	96
2	Human Ties				

Using significance test of Multiple Regression and Regression method based on all the possible selections (ENTER), correlation coefficient in table 4-9 shows that the H_0 is rejected and regression model is meaningful. However, considering the determination coefficient (0.031), it is determined that only 3% of changes of job satisfaction can be stated by independent variables.

Table 6: Coefficient of Regression Model of Relationship-Oriented Management Style and Human Relations with Job Satisfaction of Schools' Principals

#	Coefficient	B	Beta Standard Coefficient	T	Sig
1	Fixed	3.337	-	12.207	0.000
2	Relationship – Oriented Management Style	0.023	0.044	0.428	0.670
3	Human Ties	-0.098	-0.171	-13676	0.097

Table 6 indicates that two independent variables of relationship-oriented management and human relations entered to the model. Therefore, there is a relationship between these two variables and job satisfaction. Furthermore, slope of the regression line indicated that in lieu of 1 unit increase in variable of relationship-oriented management, 0.023% will be added to variable of job satisfaction and in lieu of 1 unit increase in variable of human relations, 0.098% will be decreased from the job satisfaction of principals.

6th Hypothesis: There is a relationship between relationship-oriented management style and human relations with job satisfaction of schools' principals.

Table 7: Summary of Regression Model of Task-Oriented Management Style and Human Relations with Job Satisfaction of Schools' Principals

#	Independent Variables	Dependent Variable	Correlation Coefficient	Determination Criteria	Sample
1	Task-Oriented Style	Job Satisfaction	0.232	0.054	96
2	Human Ties				

Table 8: Coefficient of Regression Model of Task-Oriented Management Style and Human Relations with Job Satisfaction of Schools' Principals

#	Coefficient	B	Beta Standard Coefficient	T	Sig
1	Fixed	3.139	-	12.036	0.000
2	Task – Oriented Management Style	0.108	0.164	1.553	0.124
3	Human Ties	-0.125	-0.219	-2.080	0.040

Using significance test of Multiple Regression and Regression method based on all the possible selections (ENTER), correlation coefficient in table 8 shows that the H_0 is rejected and regression model is meaningful. However, considering the determination coefficient (0.054), it is determined that only 5% of changes of job satisfaction can be stated by independent variables. Table 8 indicates that two independent variables of task-oriented management and human relations entered to the model. Therefore, there is a relationship between these two variables and job satisfaction. Furthermore, slope of the regression line indicated that in lieu of 1 unit increase in variable of task-oriented management, 0.108% will be added to variable of job satisfaction and in lieu of 1 unit increase in variable of human relations, 0.125% will be decreased from the job satisfaction of principals.

4. Discussion & Conclusion:

Assessment of 1st hypothesis indicates that there is no relationship between two variables of relationship-oriented management style and human relations of principals. Result of this research varies from the research of Esmaeili & Sobhaninejad (2004), Toorani & Yazdani (2008), Kohestani (1997), Billy Beit Foster (1994) and Chao & Louk (1991) in terms of relationship. Esmaeili & Sobhaninejad (2004) have figured out that there is a tie between management factors such as decision making, planning, information, awareness, human relations and guidance and supervision of principals in school affairs. Toorani & Yazdani (2008) in a research entitled "Observing Principles of Human Relations and Productivity of Principals of High Schools for Girls of Tehran" indicated that there is a positive and significant tie between human ties and productivity. Kohestani (1997) in a research entitled

“Assessment of Success of Principals of Secondary Education (New System) in holding Human Relationships in Institute in view point of Teachers, Consultants and Employees in Mashhad City” indicate that there is a positive and significant tie between success and human relations in principals of schools. Billy Beit Foster (1994) in a research entitled “Understanding of Selected Teachers to Importance, Development and Application of Human Relations Skills in University of Oklahoma” has figured out that there is a positive relationship between understanding of teachers and human relations to importance, development of human relations. Research of Chao & Louk (1991) has shown that human relation skills are considered as essential skills of principals for productivity and effectiveness. There is a positive and meaningful relation between human relations skills and productivity skills and effectiveness.

Assessment of the 2nd hypothesis indicates that there is no relationship between two variables of relationship-oriented management style and job satisfaction of principals. Result of this research differ from the research of Keshavarz (2008), Ebrahimnejad (2007), Dorti & Daniel Chack (1994). Keshavarz (2008) has figured out that there is a significant relationship between management style of principals and job satisfaction of librarian of public libraries of Tehran City. The more participatory management style, the more job satisfaction can be seen in the librarian. The result of research of Ebrahimnejad (2007) indicate that generally, there is a meaningful relationship between management style with job satisfaction of employees of deputy of planning of governorship of Tehran. Assessment of 3rd hypothesis indicated that there is a positive and direct relationship between two variables of task-oriented management style and human relations of principals. Result of this research is the same with the result of Esmaeili & Sobhaninejad (2004) and Toorani & Yazdani (2008) in terms of existence of relationship. Esmaeili & Sobhaninejad (2004) have figured out that there is a relationship between management factors such as decision making, planning, information, awareness, human relations and guidance and supervision of principals. Toorani & Yazdani (2008) in a research entitled “Observing Principles of Human Relations and Productivity of Principals of High School for Girls of Tehran” indicated that there is a relationship between principle of human relations and productivity.

Assessment of 4th hypothesis shows that there is no relationship between two variables of task-oriented management and job satisfaction of principals. Result of this research varies from the research of Keshavarz & et al (2011) and Ebrahimnejad (2007). Keshavarz & et al (2011) found out that there is a significant relationship between management style of Principals and Job Satisfaction of Librarian of Public Libraries of Tehran Province. Job satisfaction of librarian will increase if the management style becomes more participatory. Result of research of Ebrahimnejad (2007) found out that generally, there is a meaningful relationship between management style and job satisfaction of employees of deputy of planning of Tehran governorship. Assessment of 5th hypothesis shows that there is a relationship between relationship-oriented management style and human relations with job satisfactions of principals. Result of this research is the same with the research of Akbari (2005). In a research entitled “Relationship between human ties with job satisfaction at Islamic Azad University of Varamin” by using multiple regression statistical model, variance analysis and t, has shown that there is a relationship between human ties and job satisfaction. Therefore, job satisfaction will increase by observing human relations. Assessment of 6th hypothesis shows that regression model is significant. Therefore, there is a relationship between two variables of task-oriented management style, human relations and job satisfaction. So, this research is the same as the research of Akbari (2005). In a research entitled “Relationship between human ties with job satisfaction at Islamic Azad University of Varamin” by using multiple regression statistical model, variance analysis and t, has shown that there is a relationship between human ties and job satisfaction. Therefore, job satisfaction will increase by observing human relations.

Given the results, it is recommended that in selection and appointment of principals, in addition to required specialty, their task-orientation for enhancing the human relationships should be considered more. Furthermore, it is desirable that principals with high human relations be applied in organization. In selection and appointment of principals, in addition to required specialty, their management style for management capacity should be paid attention. Principals are of the most important assets of the organization. Organization has the duty to maintain this human capital so that the principals could more willingly realize organizational goals. Thus, it is suggested that human ties educations be considered as special duties of management of human resources. Principals of organization shall attempt to increase this goal as material and spiritual by assessing the dimension and components of job satisfaction variable. Principals can engage the employees in planning and key decision making of organization.

Acknowledgements

I have a very special note of thanks to personnel at the Department Education, of Tehran and principals and teachers of the schools for being cooperative, accommodative and helpful during my study

References

- Akbari, Yahya (2005); The Relationship between Leadership Styles and Control of Principals with Leadership Services of Employees of Primary Schools of Zanjan Province, Master's Degree, Islamic Azad University
- Aslankhani. Muhammad Ali (2006); Describing the Management Style and Organizational Condition and its Relationship with Job Satisfaction from the perspective of the Selected University's Sports Masters, Doctoral Treatise University of Tehran
- Boromand. Z. (2005); Organizational Behavior Management, Tehran, published by Samt
- Chiok Foong Loke J. (2001). Leadership behaviors: effects on job satisfaction, productivity and organizational commitment. *J Nurs Manag*, 9(4): 191-204.
- Ebrahim Nejad, M. (2007); Evaluation of Management Style and Job Satisfaction among Employees of Tehran Governor's Planning Department, Master's Thesis
- Foroughi et al (2007, 2: 335); job satisfaction and the factors influencing the views of Faculty Members of Kermanshah University of Medical Sciences, *Iranian Journal of Medical Education*, Fall and Winter 2007
- Keshavarz, Leila; Zandian, Fatemeh; Riahi nia, N. (2011); Identification of Management Style of Library Administrators at Public Universities in Tehran and its Relationship with Job Satisfaction
Librarians, LIS Research Journal Article 5, Volume 45, Number 3, Fall, Page 87-109
- Najar, Valiollah (2009). A Survey of Job Satisfaction among Employees of Water Department of Karaj and Self-Employed
- Niazazari. Kiomars (2006); Theories of Organization and Management, with Emphasis on Educational Organizations, Farashenakhti Andisheh Publications, 1st Volume
- Parhizkari. Kamal (2003); Human Relations in Management, 1st Volume, Bastan Printing, Eshraghi Publication
- Shokouhifar. Rahim (2011); The Relationship between Personality and Management Style of Principals of Guidance School of Karaj, Thesis of Islamic Azad University of Karaj
- Turanian. Haider, Yazdani Mylajrdy.Mahboneh (2009); *Journal of Educational Innovations*, No. 29, Eighth Year